



# Updated Analysis of Future Harvest Center Demographics

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## CGIAR

The Consultative Group on International Agricultural Research (CGIAR) was created in 1971 from an association of public and private members that support a system of 16 international agricultural research centers known as Future Harvest Centers. Working in more than 100 countries, The Future Harvest Centers mobilize cutting-edge science to reduce hunger and poverty, improve human nutrition and health, and protect the environment. The Centers are located in 12 developing and 3 developed countries and are sponsored by The World Bank, the Food and Agriculture Organization (FAO), and the United Nations Development Program (UNDP). The CGIAR budget in 2000 was US \$340 million. All new technologies arising from the Center's research are freely available to everyone. For more information about the CGIAR, see: [www.cgiar.org](http://www.cgiar.org)

## GENDER AND DIVERSITY PROGRAM

The CGIAR Gender and Diversity Program serves to cultivate a workplace where diversity is celebrated and all staff are empowered to give their best to enrich future harvests. Its overall goal is to assist the 16 CGIAR Centers to seek out and collectively gain from the diversity inherent within the global organization. The Gender and Diversity Program grew out of a 1991 CGIAR initiative on gender staffing aimed at assisting the Centers to promote the recruitment, accomplishment, advancement and retention of women scientists and professionals

In 1999, this program was broadened to include diversity. The program provides support to the Centers through small grants, technical assistance, and management consulting, training, and information services. The CGIAR Gender and Diversity Program is hosted by ICRAF (Nairobi, Kenya) and the Program Leader is Vicki Wilde ([v.wilde@cgiar.org](mailto:v.wilde@cgiar.org)).

The Gender and Diversity Program seeks to use diversity to strengthen internal and external partnerships that enhance the relevance and impact of the Centers, by creating and maintaining an organizational culture that:

- Attracts and retains the world's best women and men;
- Encourages the recruitment and promotion of under-represented groups;
- Establishes a workplace climate of genuine respect, equity and high morale;
- Promotes a healthy balance between professional and private lives;
- Inspires world-class competency in multi-cultural teamwork, cross-cultural communication and international management;
- Empowers and enthuses all women and men in the system to maximize professional efficacy and collectively contribute their best; and
- Rewards leadership, creativity and innovation that employs and celebrates diversity in the Centers.

CGIAR CENTERS	
CIAT	Centro Internacional de Agricultura Tropical (COLOMBIA)
CIFOR	Center for International Forestry Research (INDONESIA)
CIMMYT	Centro Internacional de Mejoramiento de Maiz y Trigo (MEXICO)
CIP	Centro Internacional de la Papa (PERU)
ICARDA	International Center for Agricultural Research in the Dry Areas (SYRIA)
ICLARM	World Fish Center (MALAYSIA)
ICRAF	World Agroforestry Centre (KENYA)
ICRISAT	International Crops Research Institute for the Semi-Arid Tropics (INDIA)
IFPRI	International Food Policy Research Institute (USA)
IWMI	International Water Management Institute (SRI LANKA)
IITA	International Institute of Tropical Agriculture (NIGERIA)
ILRI	International Livestock Research Institute (KENYA)
IPGRI	International Plant Genetics Resources Institute (ITALY)
IRRI	International Rice Research Institute (PHILIPPINES)
ISNAR	International Service for National Agricultural Research (THE NETHERLANDS)
WARDA	West Africa Rice Development Association (COTE D'IVOIRE)

# Updated Analysis of Future Harvest Center Demographics

This document provides updated information regarding the changing demographics of Future Harvest Center internationally- (IRS) and nationally- recruited (NRS) staff<sup>1</sup>, based on the extensive data collected from the sixteen Centers, covering the period January 1995- August 2001. The updated report presents new information regarding the age distribution of IRS and NRS, and an analysis of data concerning staff changes (turnover rates, reason for departure)<sup>2</sup>. Key findings include:

- For both IRS and NRS, the men are older than the women. More IRS men are over age 55 than for any other category of staff.
- The largest number of net NRS staff departures (for both men and women) took place in the middle age bracket (35-45). By contrast, no male IRS net departures took place in the age categories under 45 years.
- Higher numbers of Part I origin staff depart from Centers voluntarily relative to Part II origin staff departures for other reasons.
- For both IRS and NRS, the percentage of women departing for voluntary reasons is significantly higher than for men.
- The proportion of IRS women departures has exceeded men's in all but one of the seven years studied.

**Figure 1** shows the age distribution of IRS and NRS staff members as of August 2001. The notable feature of these data is the differential distribution of men and women across the five age categories. For both IRS and NRS, the "age bulge" is younger for women than for men. Table 1 shows the percentage distribution of male and female IRS and NRS by age ranges. The data do not permit cross-tabulation between age and position level, but it is logical to expect that they correlate fairly well. An assumption would be that as female staff age, the balance between men and women in more senior level positions would become more even – but that would assume women are retained at similar rates to men as they mature, a point discussed further with regard to Figure 5.

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<sup>1</sup> Updated from the G&D report submitted to the Interim Executive Council in October 2001.

<sup>2</sup> These specific issues were raised during discussions with Ian Johnson, October 2001.

**Table 1.** *Percentage distribution of male and female IRS & NRS by age range, 8/2001*

Age range	Male age range as % of total IRS-M	Female age range as % of total IRS-F	Male age range as % of total NRS-M	Female age range as % of total NRS-F
20-24	--	--	1%	3%
25-34	6%	20%	18%	32%
35-44	34%	40%	41%	38%
45-54	42%	34%	34%	22%
Over 55	17%	7%	6%	5%

**Figure 2** shows the different rates of turnover for male and female IRS and NRS over the period 1995-2001. It indicates clearly that the majority of staff layoffs occurred in the older age brackets. However, it is interesting to note the different patterns between IRS and NRS, and male and female staff. The largest number of net NRS staff departures (for both men and women) took place in the middle age bracket (35-45), followed by the age brackets (45-55) and (55 and over). In percentage terms, a higher proportion of female NRS net departures occurred in the 35-45 year bracket than for male net departures – 58% vs. 45%, respectively. By contrast, no male IRS net departures took place in the age categories under 45 years; male IRS net departure numbers are evenly divided between the age brackets of (45-55) and (55 and over). The numbers are mixed for women IRS, as shown in Figure 2.

**Table 2.** *Distribution of reasons for staff departures*

Reason for staff departure	Reason as a % of total			
	IRS-M departures	IRS-F departures	NRS-M departures	NRS-F departures
Voluntary departure	38%	48%	31%	53%
Nonrenewal of fixed term contract	43%	41%	12%	13%
Early retirement	5%	1%	27%	17%
Retirement	5%	1%	4%	3%
Dismissal with severance pay	7%	7%	22%	12%
Death	--	--	1%	1%
Fired for nonperformance	1%	2%	2%	1%

**Figure 3** shows the different reasons for IRS departures, by World Bank Part I and II countries of staff origin. The notable feature here are the higher numbers of Part I origin staff departures due to voluntary reasons, relative to the a higher proportion of Part II origin staff departures for all other reasons. The numbers suggest that Part II origin staff may lack attractive employment alternatives to working in the Future Harvest Centers, compared to their colleagues from Part I countries.

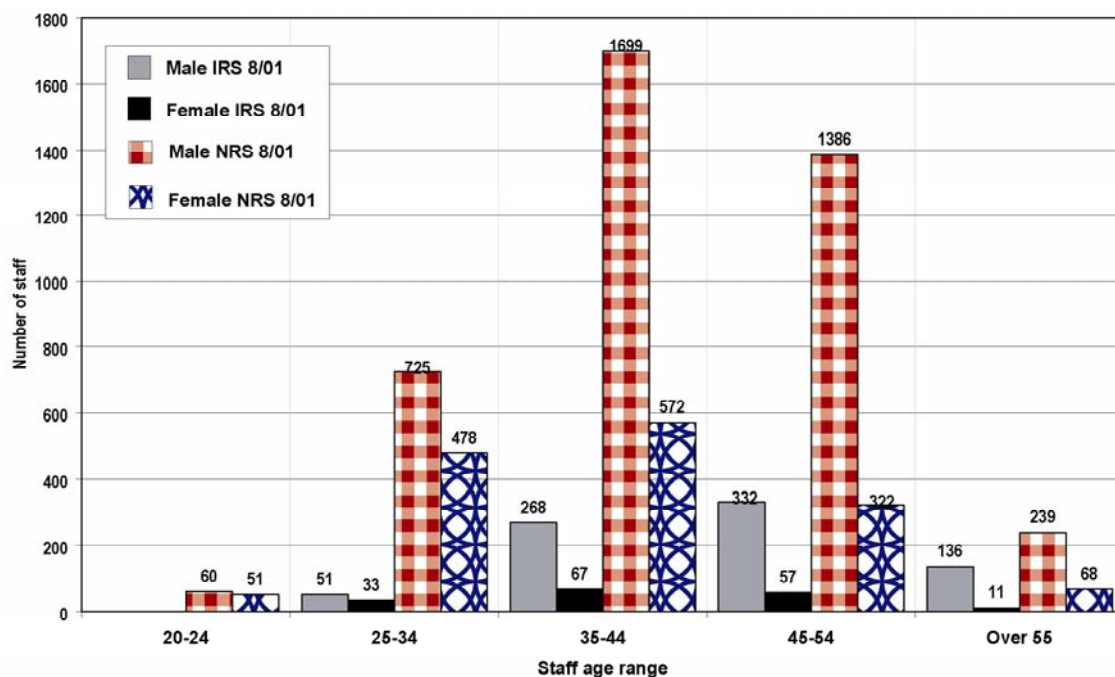
**Figures 4a and 4b** show the gender-disaggregated reasons for IRS and NRS departures, respectively. Table 2 teases out some of the finer distinctions in the trend data among the four categories of

staff. It is interesting to note that for both IRS and NRS, the percentage of women departing for voluntary reasons is significantly higher than for men. Unfortunately, this category heading itself covers a number of possible reasons for departure, from pursuing better employment opportunities elsewhere, to taking long-term family leave, to leaving because of dissatisfaction with the workplace. The Gender & Diversity Program has a more in-depth study planned to discern the underlying dynamics of the differences in men and women's decision bases for voluntarily leaving the Future Harvest Centers.

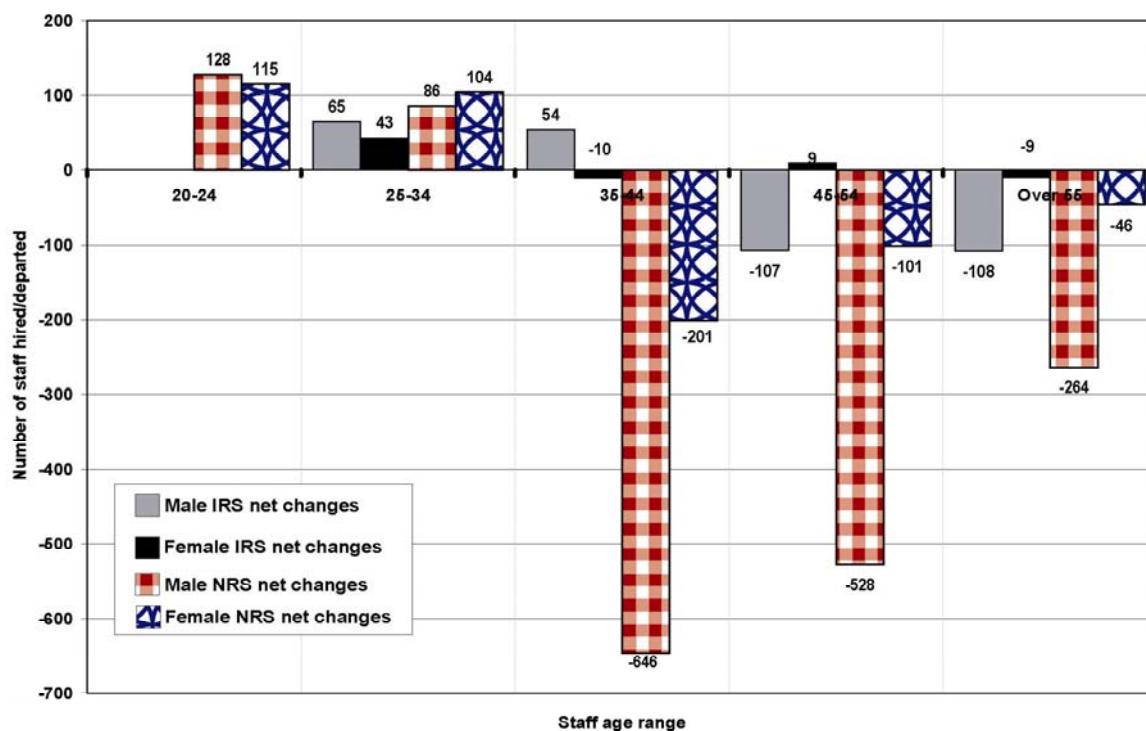
Another feature of these data are the lower proportions of women relative to men who are leaving due to early retirement and retirement. Given the lower proportions of women in the older age brackets, this is not surprising.

Finally, **Figure 5** takes a look at the differential rates of male and female IRS departures and net changes between 1995 and 2001. The good news here in terms of increasing international staff diversity in the Future Harvest Centers, is that the numbers and proportion of IRS women has increased almost every year during the study period. The less good news is this: the proportion of IRS women departures has exceeded men's in all but one of the seven years. It should be noted that the relatively small numbers of total IRS women in the FH Centers, and the even small numbers of female departures and new hires, make these data somewhat unreliable. However, it is still true that the larger gap between IRS females' departures and net turnover means that the Centers are working harder to recruit new women to grow their representation in the Centers, than for men. Considering how costly and time consuming it is for the Centers to recruit new female staff, it is logical to recommend that they consider investing more attention in retaining the women already employed. Again, the findings of the G&D Program survey of men and women's motives for leaving CGIAR employment should provide guidance to the Centers concerning how to better keep their valued female staff.

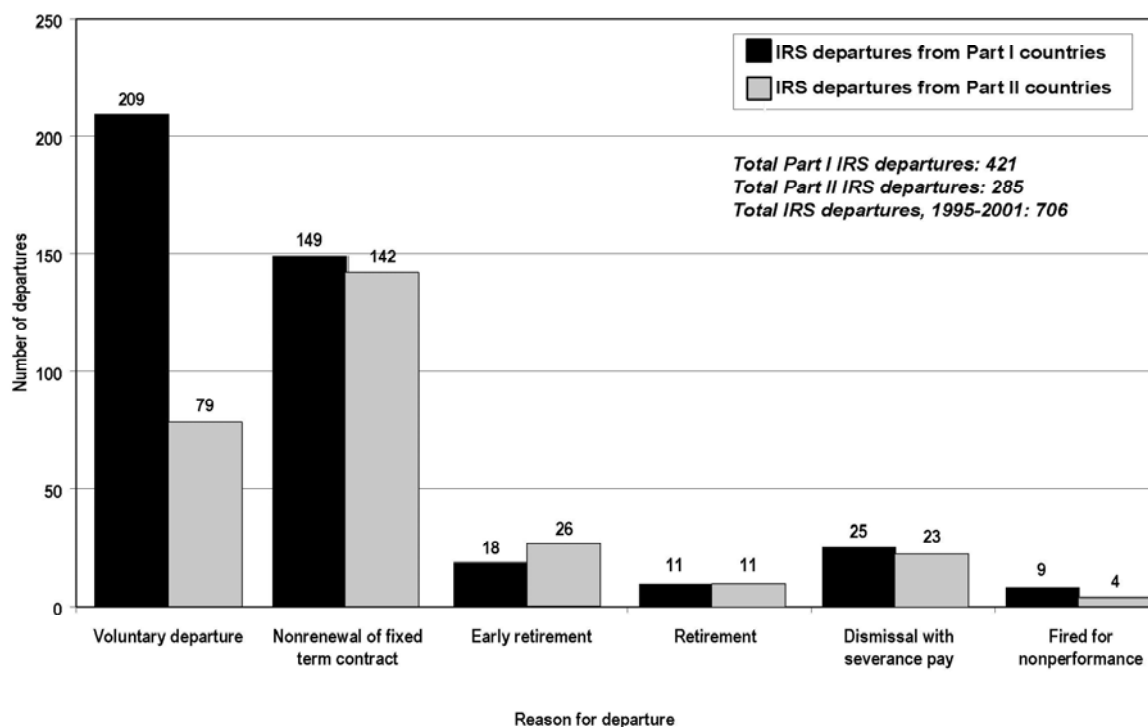
**Figure 1:** *Staff by age range, Aug 2001*  
*Future Harvest Centers*



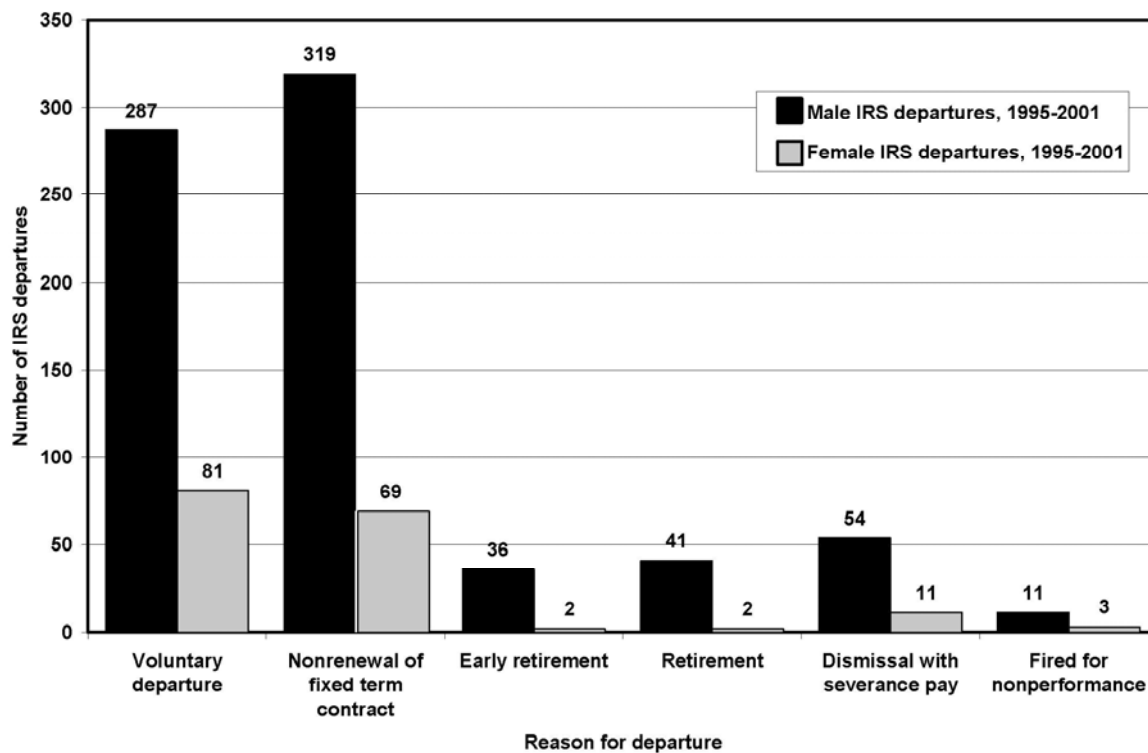
**Figure 2:** *Net changes in staff numbers by age range*  
*Future Harvest Centers (total hires–total departures, 1995-2001)*



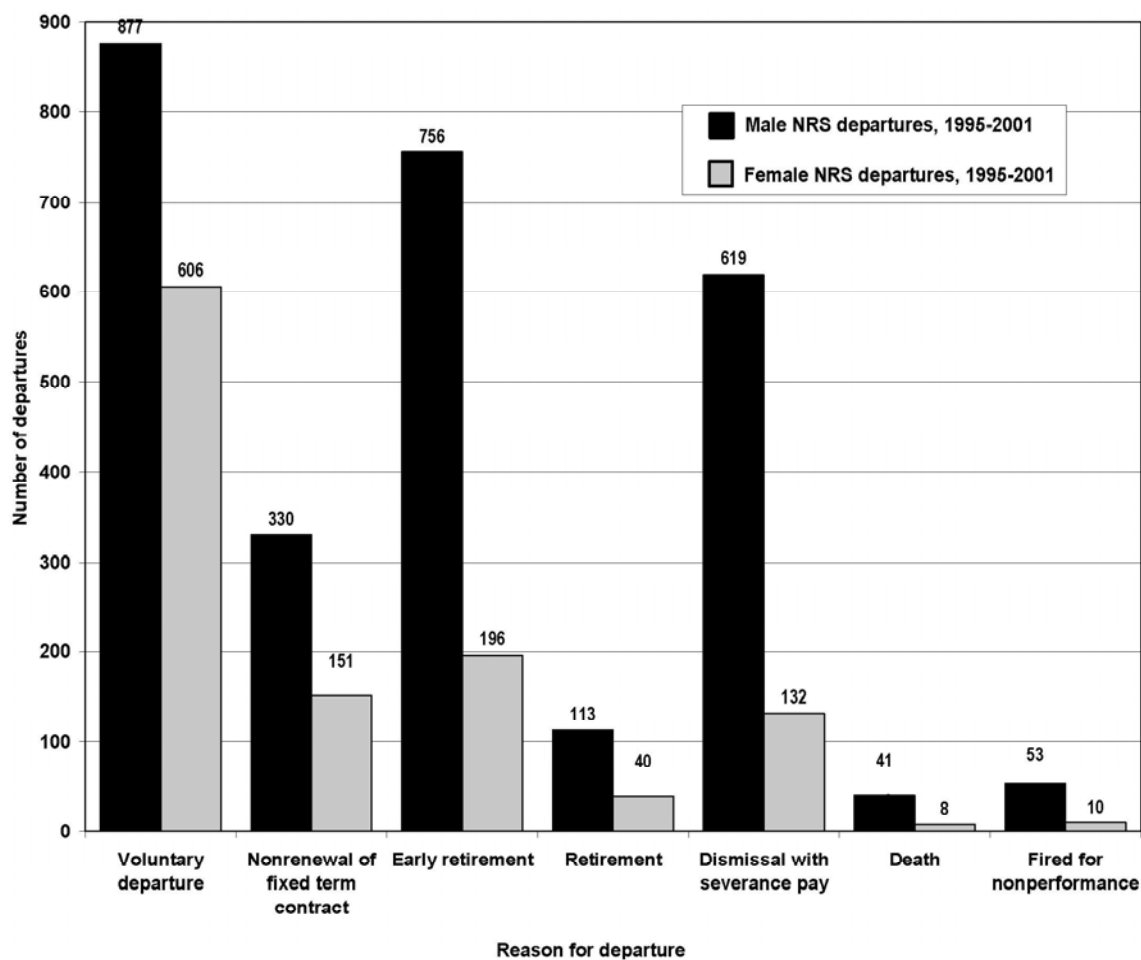
**Figure 3:** *Departure reasons for Part I and II IRS  
Future Harvest Centers (1995-2001)*



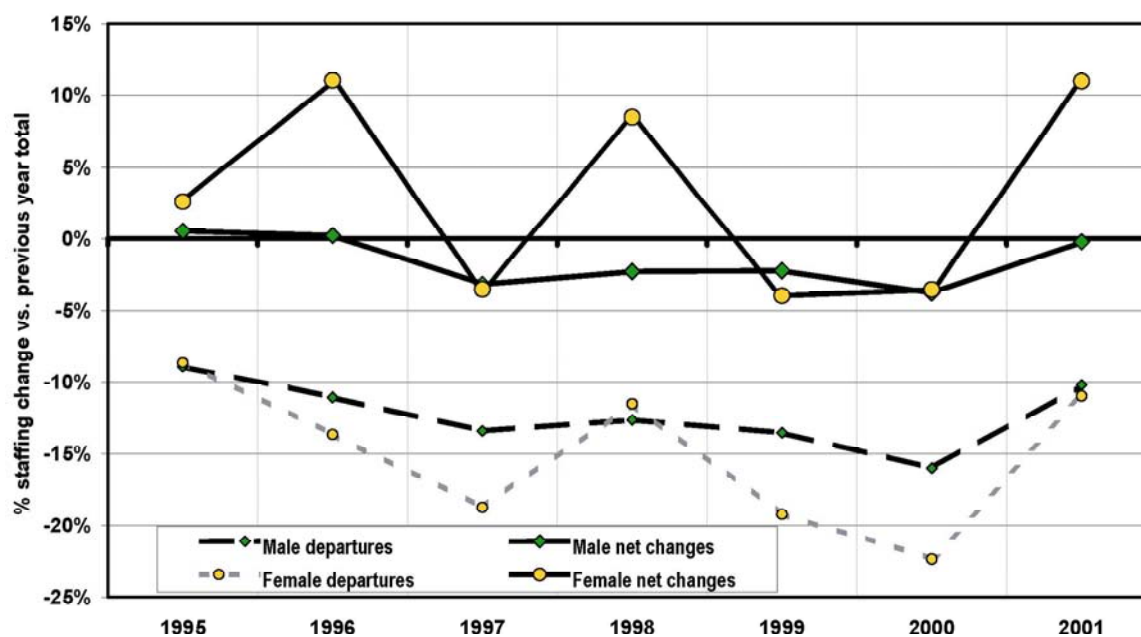
**Figure 4a:** *Reasons for IRS departures by gender  
Future Harvest Centers (total departures, 1995-2001)*



**Figure 4b:** Reasons for NRS departure by gender  
*Future Harvest Centers (total departures, 1995-2001)*



**Figure 5:** IRS departure and net staff changes\* by gender  
*Future Harvests Centers (% change, 1995-2001)*



\* Total changes for all internationally recruited staff